

# University of Bradford



**this is us**

# **Becoming an Anchor Organisation: Driving Graduate Social Mobility and Employability Locally**

- Brief profile of our students
- Our journey as an Anchor organisation – local leadership
- Approach to employability and social mobility
- The Inclusive Employer Network
- Action research: Influence of place and culture on career decision making



# Our students

**9,601**

Students on undergraduate, postgraduate, research & distance learning courses

**131**

Nationalities represented by students on campus

**130,000**

Alumni around the world

**21%**

Of our students are from outside the UK

**43%**

Of our UK undergraduate students originally come from a Bradford postcode

**58%**

Of 2019/20 students from financially disadvantaged backgrounds

**74%**

Of our students are of Black, Asian and Minority Ethnic ethnicity

**76%**

Of 2017/18 graduates entered highly skilled employment (HESA Graduate Outcomes Survey)

**70%**

Of our graduates entered employment within West Yorkshire



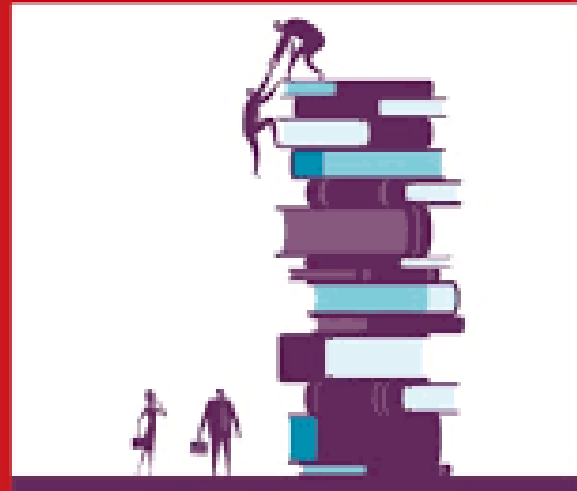
# Commitment to Social Mobility and Employability

THE  TIMES  
THE SUNDAY TIMES

**GOOD  
UNIVERSITY  
GUIDE  
2020**

**UNIVERSITY  
OF THE YEAR  
FOR SOCIAL  
INCLUSION**

Designing an English  
Social Mobility Index  
Professor David Phoenix



hepi

Debate Paper 27

1<sup>st</sup> in the first English University  
Social Mobility Index

76% graduates progress into highly  
skilled employment  
(HESA 2017/18 Graduate Outcome  
Survey)



# Pivotal Moment August 2019

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- Professor Shirley Congdon, appointed Vice-Chancellor
- Committed to the University to being an Anchor organisation
- Re-affirmed and strengthened our resolve to build upon our inclusion maturity by re-focusing our values and mission
- Re-affirmed and strengthened our commitment to play a crucial role in **placemaking** for Bradford and the wider region

**Our vision is a world of inclusion and equality of opportunity where people want to, and can, make a difference. We want to be known as the place to be to make that difference.**

# Anchor Organisation: Local leadership

**Place Based**

**Systems leadership - understanding and challenging complex systems**

**Diversity and Inclusion led**

**Partnerships, collaboration, coalition building**

**Measuring impact on individual, communities, economy**





# Employability and Social Mobility Approach



Driving the graduate and student talent agenda across Bradford and the University

Diversity and Inclusion led



## Some examples over the last 12 months



Led the development of the Bradford Economic Recovery Plan February 2020



Board and delivery partner in a new city-wide partnership including educational organisations, voluntary services providers and employers, that helps connect out-of-work residents to jobs and training with Bradford businesses (SME focus)



UoB's graduate offer modelling the SkillsHouse offer



Bradford Consortium bid 700+, 67 placement with the University



Discussion forum to explore career aspirations, influences of career decisions, perceptions of the labour market/sectors – community & sector events, role models, build cultural understanding, securing student opportunities, 'learning partnerships'



Targeted engagement of Social Mobility Pledge employers, partnerships delivering student/graduate opportunities. The University delivering it's own 'Opportunity Anchors' Social Mobility Pledge action plan



Introducing our new Learning, Teaching and Student Experience Strategy 2020-2025 AND **Business and Community Engagement Strategy 2020-2025**



# Bradford Inclusive Employer Network

## Inclusion in the Workplace Recruitment, Retention, Development of all staff, at all levels

Over 50 businesses (public, private and voluntary sector)

Over 100 individuals engaged

Launch of the Inclusive Employer Toolkit  
December 2020

[https://bradfordforeveryone.co.uk/wp-content/uploads/2020/12/Bradford-Inclusive-Employers-Toolkit\\_web.pdf](https://bradfordforeveryone.co.uk/wp-content/uploads/2020/12/Bradford-Inclusive-Employers-Toolkit_web.pdf)



Yorkshire Building Society, Bradford Council, Provident Financial, Network Plus, CityFibre, Bradford NHS Foundation Trust, Cnet, The Cellar Trust, University of Bradford **using** the toolkit



Toolkit being developed further with SME focus

Community of practice - 4 meetings a year

Diversity and Inclusion training supporting the Toolkit being launched in June



### Inclusion Maturity Components

Talent Attraction	Talent Development	Strategic Development	Culture	External Impact
Attraction	Progression & Succession	Organisational Strategy	Values	Customer Focus
Candidate Experience	Development	D&I Strategy	Leadership / Ownership	Social Responsibility
Recruitment	Retention	KPIs / Measurement Strategy / Data Management	Stories	Advocacy
Selection	Performance Management		Agility	
Employer Brand	Policies & Procedures		Accessibility	
	Work Allocation		Bias	
	Employee Relations		Communications	
	Reward & Remuneration		Trust	
	People Manager Capability		Change Readiness	

# Influence of culture and place on the career decision making of Asian students at the University of Bradford– Action Research

## Students and Graduates

### Methodology

- Focus groups
- 1:1 interviews
- Surveys
- Deep dive HESA Graduate Outcomes Survey
- Deep dive UoB Graduate Outcomes Survey (6 months after graduation)
- Focus groups with Career and Employability staff

## Some of the key findings to date:

### University is the destination

Low expectation or urgency for progression beyond university

### Limited concept of 'career'

Thinking job, often within known zone

### Factors which cause concern

Fitting into the work place, experiencing racism at work  
Feeling 'good' enough (risk taking), Imposter syndrome

### Importance of role models

Working with people who 'look like me'  
Demonstration of future possible selves

### Community expectations:

The notion of a respectable job  
Social milestones  
Staying within locality, not travelling on public transport

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